

Management Functions of Organisation

Introduction

Management has been described as a social process involving responsibility for economical and effective planning and regulations of operation of an Enterprise in the fulfilment of given purposes. It is a dynamic process consisting of various elements and activities.

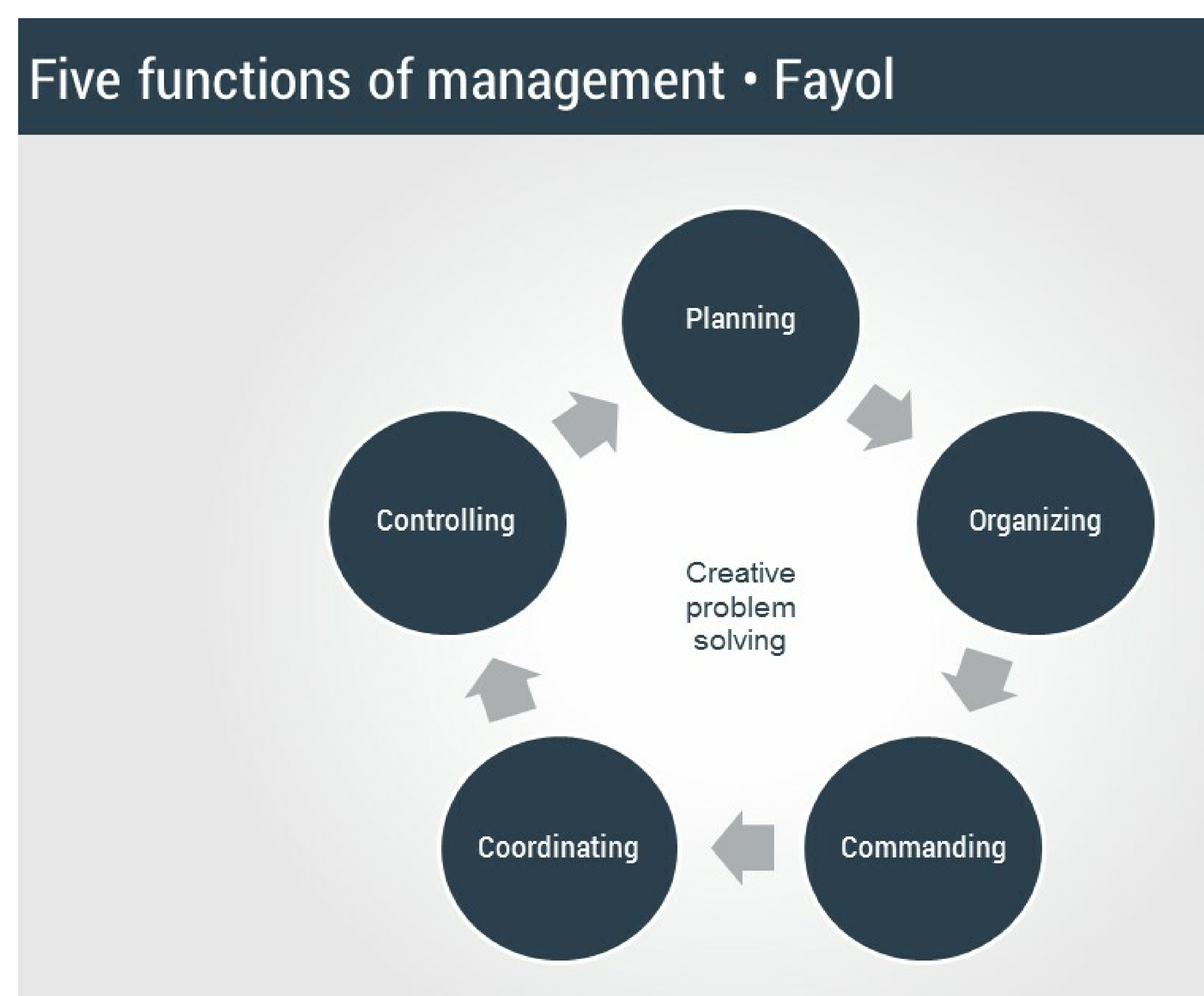
Elements of management functions

☆ According to Henry Fayol, “To manage is to forecast and plan, to organize, to command, & to control”.

☆ Whereas Luther Gullick has given a keyword 'POSDCORB' where P stands for Planning, O for Organizing, S for Staffing, D for Directing, Co for Co-ordination, R for reporting & B for Budgeting.

☆ But the most widely accepted are functions of management given by KOONTZ and O'DONNEL i.e. Planning, Organizing, Staffing, Directing and Controlling.

Activities like, planning, organizing, controlling, coordinating and motivating are described as the fundamental functions of “Process of Management” or “Management Process”. These are the basic five elements of Process of Management Process.



Planning: Planning is the first and foremost function of the management process. It is the thinking process to determine the proposed course of action, what, how, when, where and who has to perform the work or things to be done.

Organization: Organization as a process institutes the harmonious co-adjustment between the different factors of production as land, labor, capital of the business enterprise, so that ultimate goal is achieved.

Staffing: Staffing is the process of deciding the number and quality of manpower needed by an organisation. To achieve its objectives efficiently recruiting, selecting, training, developing and appraising the newly recruited as well as the existing staff is the main focus of the unit. It can be seen as the function of 'Human Resource Manager' but at a very smaller level.

Directing: Directing is primarily concerned with supervision, regulation, inspiration, inspection and guidance of the activities of the employees in such a manner so as to achieve the pre determined goals of the organisation smoothly.

Control: Control is that process which keeps the whole system in check so that it moves as per the pre designated parameters or verifying the total movement of the business enterprise as per the plan and adopting corrective measures thereon for any deviation.

Apart from the above mentioned five elements, other two elements which are adopted by several managers are as follows:

Motivation: Motivation as such, deals with the human part of the system where inspiration to perform as per the objectives of the industrial or business enterprise to get the goals achieved is provided. A way to encourage the human factor to give their best for the achievement of predetermined goal.

Coordination: Coordination is an understood agreement to achieve predetermined goal of business enterprise utilizing all the factors of production. This lubricates all the concerned activities towards facilitation of work and achieving the desired result. "All these elements will be dealt in with detail in the fore coming posts."

Decision-making

Decision-making is an integral part of modern management. Essentially, Rational or sound decision making is taken as primary function of management. Every manager takes hundreds and hundreds of decisions subconsciously (অবচেতন) or consciously making it as the key component in the role of a manager. Decisions play important roles as they determine both organizational and managerial activities. A decision can be defined as a course of action purposely chosen from a set of alternatives to achieve organizational objectives or goals. Decision making process is continuous and indispensable (অপরিহার্য) component of managing any organization or business activities. Decisions are made to sustain the activities of all business activities and organizational functioning.

Decisions are made at every level of management to ensure organizational or business goals are achieved. Further, the decisions make up one of core functional values that every organization adopts and implements to ensure optimum growth and drivability in terms of services and or products offered.

Technique/Steps of decision making

There are no universally accepted technique of decision making except that the problem should be carefully analysed, studied and investigated before taking a decision on it. In fact, decision making is a practical experience and can be learnt actually taking to it. One cannot learn music by reading literature or music alone. He has to take to practice on the instruments before he/she is able to produce the melodious notes. Similarly the techniques of decision making cannot be learnt by reading literature on the subject alone; it has to be practiced. Terry lays down the following sequence of step to facilitate decision making:

- 1) Acquire general background information and different view points about the problem.
- 2) State what appears to be the best course of action.
- 3) Investigate the proposition (প্রস্তাব) and tentative (সম্ভাব্য) decision.
- 4) Evaluate the tentative decision.
- 5) Make the decision and put it into effect.
- 6) Institute follow up and if necessary modified decision in the light of results obtained.
- 7) Determine problems.

Griffiths observes that decision are totally pragmatic (রাষ্ট্রীয়) in nature that is their value is dependent upon the success of the action which follows. A decision brilliantly conceived (কল্পনা) maybe worthless (বাজে) without effective implementation (বাস্তবায়ন).

☆ In the 1980s, psychologist Leon Mann and colleagues developed a decision-making process called **GOFER**. **GOFER** is an acronym for five decision-making steps:

1. **Goals:** Survey values and objectives.
2. **Options:** Consider a wide range of alternative actions.
3. **Facts:** Search for information.
4. **Effects:** Weigh the positive and negative consequences (পরিণতি) of the options.
5. **Review:** Plan how to implement the options.

☆ In 2008, Kristina Guo published the **DECIDE** model of decision-making, which has six parts:

1. **Define** the problem.
2. **Establish or Enumerate** (গণনা) all the criteria (constraints).
3. **Consider or Collect** all the alternatives.
4. **Identify** the best alternative.
5. **Develop** and implement a plan of action.
6. **Evaluate** and monitor the solution and examine feedback when necessary.

Factors affecting decision-making

There are three aspects which must be considered in order to understand decision making process –

1. Personal differences: There are differences in the personal qualities of individuals which make some decisive (নিষ্পত্তিমূলক) and others indecisive. We must observe some personal differences among men and women which enable some to be decisive and which make others indecisive. Common experience reveals that some individuals are willing to make choices and to abide by the consequences. Others prefer to avoid clear-cut choices and to temporize (সময়োচিত ব্যবহার), to postpone (বিলম্ব), to hope that somehow, some way circumstances will make a choice unnecessary.

2. Role of knowledge: Decision making depends upon the availability of the facts and the necessary data. “The careful accumulation of detailed facts, their analysis and interpretation, the use of broad concept of human and physical behaviour to predict future developments; all these elements in the use of knowledge enter into decision making in varying degree.”

3. Institutional and personal factors: There are institutional limitations which affect decision making. “On the one hand, decision making must consider the aspirations (আকাঙ্ক্ষা), traditions, and attitudes of the agency administering government work. On the other hand, there are personal prediction among administrators which also limit decision making”.

Problems/Constraints of decision making

Decision making is a highly complex and difficult process. Some of the problems in decision are:

i) Routine taking too much time: It is reveal through a study of decision making in business enterprises that routine takes too much time with the result that decisions are either avoided or postponed.

ii) Which problem to be solved first?: The second problem of decision making is which problem should be solved first. It is usually seen that in a large scale organization there are several problems, each looking more urgent than the others. The administrator finds it extremely difficult to determine the priority of these problems.

iii) Lengthy procedure: Thirdly decisions are delayed because of the lengthy procedure and other formalities attached to arriving at a decision. The whole procedure is circumlocutory (ঘুরিয়ে বলা হয়েছে এমন) and dilatory (দীর্ঘসূত্রিতা) and it checks quick decisions. Even after all these formalities are complete, there is no certainly that the decision arrived at is a right decision. Procedures are not computing machines that they always give the right decision.

Human Resource Development (HRD) in organisation

Human resource development in the organisation context is a process by which the employees of an organisation are helped in a continuous and planned way.

Objectives

1. Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.

2. Develop their general capabilities as individual and Discover and exploit their own inner potentials for their own and or organisational development purposes.

3. Develop an organisation of culture in which supervisor subordinate relationship, teamwork and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees.

More specifically the goals of human resource development in organisations to improve-

- ✓ The capabilities of each employees as an individual,
- ✓ The capabilities of each individual in relation to the present role and the expected future role,
- ✓ The relationship between each employee and the supervisor,
- ✓ The team spirit and collaboration (সহযোগিতা) among different units of the organisations,
- ✓ The organisations overall health and self renewing capabilities (School of management studies, 1992).

Training

Training means to educate a person so as to be fitted, qualified and proficient in doing some job. For an extension worker, training includes education which aims at bringing a desirable change in the behaviour of the trainee or learner.

According to Flippo (1965), training may be defined as the act of increasing knowledge and skill of employee in doing a particular job.

Jucious (1965) said, training is the process of acquiring specific skills to perform a job better.

According to Haleem (1983), training is the process of improving knowledge and skills of an incumbent for doing job.

Training is the process of improving the knowledge skills and of changing attitudes, values, beliefs and understanding of an individual for doing specific job properly.

Objectives of training

1. To increase of knowledge and skill.
2. To change of attitude, values, beliefs and understanding.
3. To convey (বহন করা) the information.
4. To exchange of experience.
5. To increases the job satisfaction.
6. To develop human relationship.
7. To prevent wastage of inputs.

Types of training

Basically there are two types of training. These are-

A. Pre-service training.

B. In-service training.

A. Pre-service training: In this type of training, an individual receives before joining the actual job. Here the individual are made ready to enter a certain kind of professional job such as agriculture, livestock, fisheries etc.

B. In-service training: This is training for staff development for the purpose of improving the performance of an incumbent holding a position with assigned job responsibilities. It is offered by the organisation from time to time for the development of skills and knowledge of incumbent (আরোপিত). There are 5 different types of in-service training. These are given below-

1. Induction or orientation training: Just after appointment this training is offered to the newly recruited employees in an organisation.

Purpose: To acquaint the incumbent about the basic rules, regulations and modus operandi (অপারেটিং এর ধরন) of the organisation.

2. Foundation training: In this type of training, the employees are given a comprehensive (ব্যাপক বা বিস্তীর্ণ) and detailed Idea and working procedure of the organisation. Various types subject matters are covered in this type of training such as govt. rules and regulations, financial rules, office filling procedure, leadership skills, communication skills etc.

3. Maintenance or refresher training: Through this type of training, the employees of an organisation are given the latest development or changes that have occurred to fit changing demands. The employees are update to cope (সামলাতে পারা) with the situations under the changed conditions. For example, the newly recruited officers of the DAE are often given maintenance training on the particular project strategy so that they perform accordingly.

4. On-the job training: This is in fact the most practical based training. The training is usually offered by the superior officer to his sub-ordinates on the spot in order to provide the solution of a problem. Sometime farmers are given this type training in his own field so that she/he can be learn by doing himself/herself.

5. Career development training: In this type of training, the employees get scope and opportunity from the organisation to improve and develop their career. Usually the career development training is executed by earning some advanced diploma or degrees such as MS, Ph.D or D.Sc.